

HUMAN RESOURCES RECRUITMENT & TRAINING



2019

STRATEGIC PLAN

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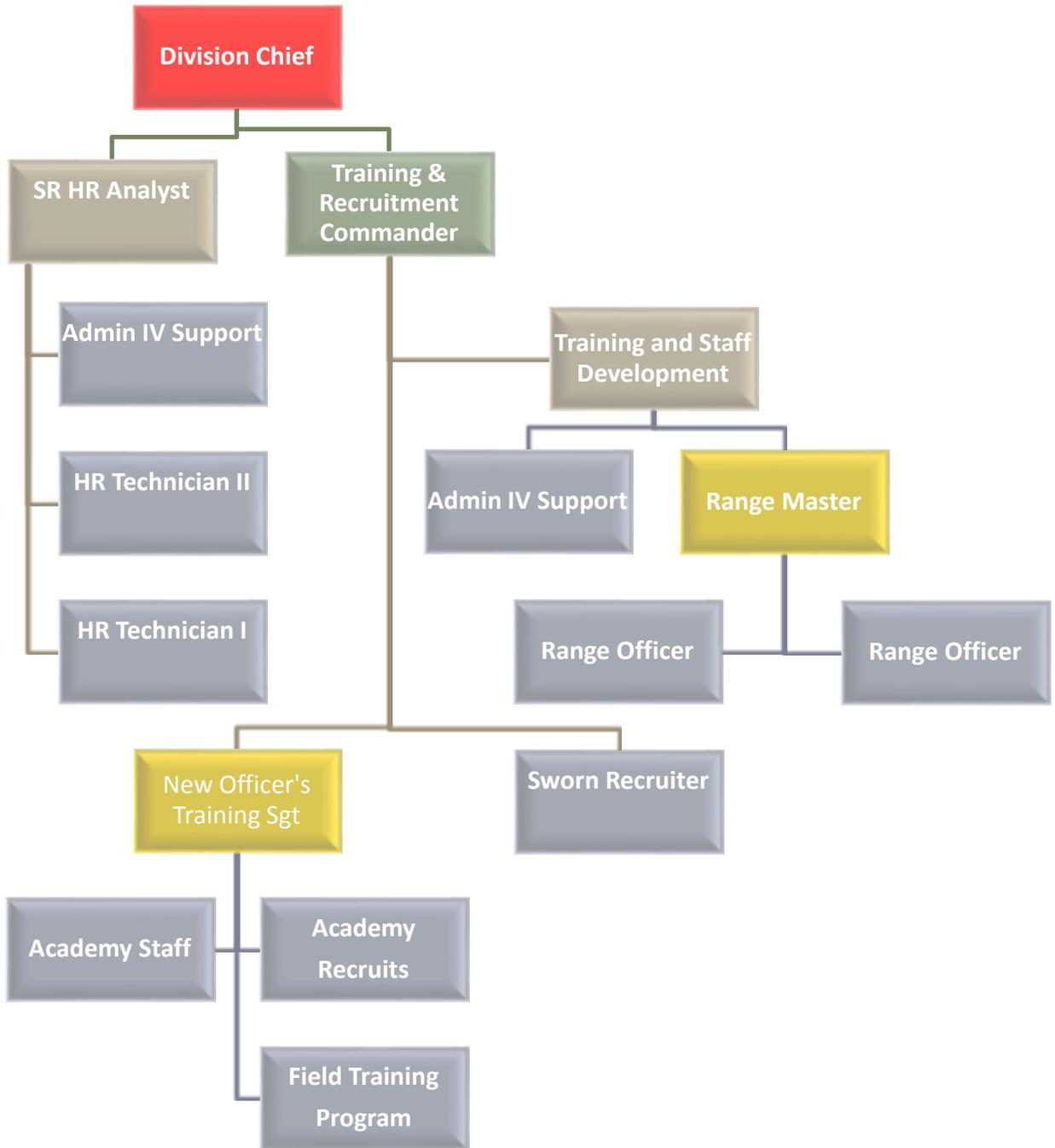
MISSION STATEMENT

Guides and supports the strategic direction of the department by recruiting, hiring and retaining a diverse workforce while providing innovative solutions to organizational and human resource issues. Enhance the positive attributes of the Department by providing career development and training to increase the knowledge, skills and abilities of all staff. We are committed to establishing and implementing sound policies for equitable treatment; and promoting a healthy professional environment built on respect for diverse perspectives and transparency.

VISION STATEMENT

We aspire to build partnerships with all management levels, seek to implement human resource best practices and innovative solutions, invest in professional development to build our future department leaders, and create and promote a culture which values a healthy work-life balance for all employees.

ORGANIZATIONAL CHART



HUMAN RESOURCES

Description of Section:

The Human Resources and Recruitment Section partners with the Department to provide professional HR services including overseeing the recruitment and hiring for sworn and non-sworn staff; ensures compliance with labor laws and employee’s rights; maintains employees files; assists with performance issues; manages payroll and the administration of workers compensation and Family Medical Leave Act (FMLA) programs.

FY 2019 GOALS

#1 Written Directives			
1.1 Review and revise written directives which apply to Human Resources			
	Action Plan	Assignment	Target Date
1.1.1	Written directives will be assigned to appropriate staff persons for review	Human Resources Staff	FY19 Q1
1.1.2	Revised directives forwarded to supervisory staff for review	Division Chief SR HR Analyst	FY19 Q2
1.1.3	Revised directives forwarded to Accreditation to ensure compliance with standards and laws	Accreditation Manager	FY19 Q3
1.1.4	Post approved directives	Accreditation Manager	FY19 Q4

#2 Promotional Processes for Sworn Staff			
2.1 Develop and implement promotional processes for sworn staff			
	Action Plan	Assignment	Target Date
2.1.1	Initiate meeting with vendor and appropriate staff	Division Chief	FY19 Q1
2.1.2	Work with vendor to develop processes for ranks of Sgt., Lt., and Capt. Positions	Division Chief SR HR Analyst	FY19 Q2
2.1.3	Conduct promotional processes	Division Chief SR HR Analyst	FY19 Q3
2.1.4	Post Eligibility Lists for sworn ranks	Division Chief	FY19 Q3

#3 Hiring Process for Civilian Positions			
3.1 Streamline the hiring process for civilian positions			
	Action Plan	Assignment	Target Date
3.1.1	Assess current recruitment and hiring cycle to determine if best practices are being utilized	HR Tech II SR HR Analyst	FY19 Q1

3.1.2	Identify areas where we can increase efficiency, both departmentally and in coordination with City HR	HR Tech II SR HR Analyst	FY19 Q2
3.1.3	Partner with City HR to determine NeoGov system needs/abilities to support recommended changes	SR HR Analyst Division Chief	FY19 Q3
3.1.4	Implement measures to streamline the recruitment and hiring cycle	HR Tech II City HR	FY19 Q4
3.1.5	Monitor effectiveness of implemented changes	SR HR Analyst Division Chief	Ongoing

#4 Pay Incentive Program for Sworn Staff			
4.1 Implement revised pay incentive program for sworn staff			
	Action Plan	Assignment	Target Date
4.1.1	Select appropriate staff to form a committee to review and revise current pay incentive written directive.	Division Chief	FY19 Q2
4.1.2	Assist Committee with the development of revised program	Division Chief	FY19 Q2
4.1.3	Forward proposal of revision to Chief of Police for approval	Division Chief	FY19 Q3
4.1.4	Implement revised Pay Incentive Program	Division Chief	FY19 Q4
4.1.5	Monitor Pay Incentive Program	Division Chief	Ongoing

#5 Career Ladder for Parking Enforcement Officer Positions			
5.1 Enhance and implement career ladder for Parking Enforcement Officer Positions			
	Action Plan	Assignment	Target Date
5.1.1	Partner with City HR to revise and develop career ladder program for Parking Enforcement Officers	Division Chief SR HR Analyst Fiscal Officer III	FY19 Q1
5.1.2	Implement career ladder program	Division Chief SR HR Analyst	FY19 Q3

#6 Re-classification of Civilian Positions			
6.1 Re-classification of civilian positions based on current duties and responsibilities			
	Action Plan	Assignment	Target Date
6.1.1	Identify civilian positions which are working out of class	Division Chief Sr HR Analyst	FY19 Q1
6.1.2	Work with affected staff to complete Job Analysis Questionnaire (JAQ), as required by City HR	Division Chief SR HR Analyst	Ongoing
6.1.3	Forward completed JAQ to City HR for review and approval	Division Chief SR HR Analyst	Ongoing
6.1.4	Implement approved re-classification of positions	Division Chief	Ongoing

SWORN RECRUITMENT

Description of Unit

The Sworn Recruitment Unit partners with outside organizations and the community to recruit candidates for sworn positions. This Unit is responsible for the identification of targeted populations to ensure a diverse selection pool for consideration for hire. In addition, the unit manages the applicants selection and on-boarding of new officers.

FY 2019 GOALS

#1 Recruitment of talented staff			
11 Implement best industry practices to recruit diverse and talented candidates			
	Action Plan	Assignment	Target Date
1.1.1	Research best industry practices	Recruiter	FY19 Q2
1.1.2	Evaluate and revise, if applicable, current recruitment plan	Recruitment Commander Recruiter	FY19 Q3

#2 Diverse and Talented Officers			
2.1 Maintain hiring of diverse and talented officers			
	Action Plan	Assignment	Target Date
2.1.1	Identify and partner with organizations, community groups, educational institutions where targeted populations can be assessed	Recruitment Commander Recruiter	Ongoing
2.1.2	Develop interview questions which will result in providing insight on the candidates to identify the candidate who has the skill set to perform within the 21 st Century Policing guidelines (Community Engagement)	Recruitment Commander Recruiter	FY19 Q2

#3 Go Green with Recruitment			
3.1 Automation of Recruitment and On-Boarding processes			
	Action Plan	Assignment	Target Date
3.1.1	Research and submit a proposal for an automated program that will best track the status of applicants	Recruiter	FY19 Q4

TRAINING AND STAFF DEVELOPMENT

Description of Section

The Training and Staff Development Section (T&SD) ensures the training needs of all departmental staff (sworn and civilian) are met. The Section consists of a dedicated workforce that is responsible for the following: coordination of mandatory in-service training and all other proficiency and qualification training programs; maintenance of training records; distribution of information regarding training opportunities; identification of new training opportunities; preparation of training materials; supervision of pre-academy recruit officers; APD academy staff; academy recruit officers; new officer’s patrol training; firearms training; and maintaining an inventory of all employees’ skills, knowledge and abilities.

FY 2019 GOALS

#1 Written Directives			
1.1 Review and revise written directives for the Training and Staff Development Unit			
	Action Plan	Assignment	Target Date
1.1.1	Written directives will be assigned to appropriate staff persons for review and revision	T&SD Unit	FY19 Q2
1.1.2	Revised directives forwarded to Division Chief for review.	Training Commander	FY19 Q3
1.1.3	Revised directives forwarded to Accreditation to ensure compliance with standards	Accreditation Manager	FY19 Q3
1.1.4	Ensure final and approved directives are posted	Accreditation Manager	FY19 Q4

#2 Training Needs Analysis			
2.1 Implement a training needs analysis survey			
	Action Plan	Assignment	Target Date
2.1.1	Develop a training needs analysis survey	T&SD Unit	FY19 Q1
2.1.2	Distribute Training Needs Analysis Survey to all staff, collect results and tabulate results for final report	T&SD Unit	FY19 Q2
2.1.3	Submit final report for review and approval by command staff and Chief of Police	Training Commander	FY19 Q3

#3 Leadership Training			
3.1 Develop and implement training to enhance leadership development of staff			
	Action Plan	Assignment	Target Date
3.1.1	Identify appropriate leadership training for first line supervisors, managers and command staff	T&SD Unit	Ongoing
3.1.2	Schedule and host approved training	T&SD Unit	Quarterly

#4 Career Development			
4.1 Identify and develop officers’ specific career development plans			
	Action Plan	Assignment	Target Date
4.1.1	Identify career paths for officers	T&SD Unit	FY19 Q3
4.1.2	Develop career plans for identified career paths	T&SD Unit	FY19 Q3
4.1.3	Post approved Career Development Plans	Training Commander	FY19 Q4
4.2 Identify external professional career development training opportunities			
	Action Plan	Assignment	Target Date
4.2.1	Research external professional educational programs	T&SD Unit	FY19 Q2
4.2.2	Submit report with results of research to include cost effective proposal for training opportunities and selection process for staff	T&SD Unit	FY19 Q3

#5 Automation of In-House Training			
5.1 Develop proposal for automated training management program			
	Action Plan	Assignment	Target Date
5.1.1	Conduct research of learning management programs	T&SD Unit	FY19 Q3
5.1.2	Develop and submit proposal for the purchase of or enhancement of current automated program which will accommodate continuous on-line training for departmental staff	T&SD Unit	FY19 Q4

NEW POLICE OFFICER TRAINING UNIT

Description of Section:

The New Police Officer Training Unit is responsible for the oversight and management of Pre-Academy training at APD Headquarters, Recruit Officers at the Northern Virginia Criminal Justice Academy during Basic Training, and the Field Training Officer (FTO) Program. In addition, the Unit supervises our instructor staff assigned to the Academy.

FY 2019 GOALS

#1 Local Training			
1.1 Pre-Academy			
	Action Plan	Assignment	Target Date
1.1.1	Finalize pre-academy training module	Training Sgt	FY19 Q2
1.2 Post-Academy			
	Action Plan	Assignment	Target Date
1.2.1	Finalize post-academy training module	Training Sgt	FY19 Q3

#2 PTO/FTO Program			
2.1 Implementation of revised Field Training Program			
	Action Plan	Assignment	Target Date
2.1.1	Finalize all approved revisions for the Field Training Program	Training Sgt	FY19 Q2
2.1.2	Provide training to Field Training Officers	Training Sgt	FY19 Q2
2.1.3	Implement revised Field Training Program with Class 139	Training Sgt	FY19 Q3

RANGE OPERATIONS UNIT

Description of Unit

The Range Operations Unit is responsible for the training and qualification of all sworn employees, in the use of all Department issued weapons, firearms related equipment and firearms related tactics. The Range Master serves as the Department’s liaison with the Northern Virginia Criminal Justice Academy; and ensures compliance with the Virginia Department of Criminal Justice Services’ firearms standards.

FY 2019 GOALS

#1 Firearms Training			
1.1 Progressive and innovative firearms training for sworn staff.			
	Action Plan	Assignment	Target Date
1.1.1	Develop lessons plans for best industry practice firearms training for sworn staff	Range Master Range Officers	Ongoing
1.1.2	Implement approved firearms training	Range Master	Ongoing
1.2 Remedial firearms training for sworn staff			
	Action Plan	Assignment	Target Date
1.2.1	Identify staff who need remedial training in accordance to department policy	Range Master	Ongoing
1.2.2	Schedule additional training for staff requiring remedial training	Range Master	Ongoing

METRICS

- Updated and Revised written directives to ensure compliance with standards, rules, regulations, and local, state and federal laws.
- Development of required eligibility lists for ranks of Sgt, Lt. and Capt.
- The hiring of talented and skilled candidates in a timely manner.
- Revised Pay Incentive Program for sworn officers to align with career development of officers and the needs of the department.
- Enhancement to the Parking Enforcement Officer positions – Career Ladder
- Staff working within the appropriate job class based on duties, responsibilities and minimum requirements.
- Recruitment of diverse and talented staff with skill set of perform within the guidelines of 21st Century Policing.
- Leadership training provided on a quarterly schedule.
- Career development path identified for staff.
- Automation of in-house training implemented.

- New Officers' local training revised.
- New Officers' field training program revised.